



Idea Lab | Preparatory material

Governance challenges & checklist

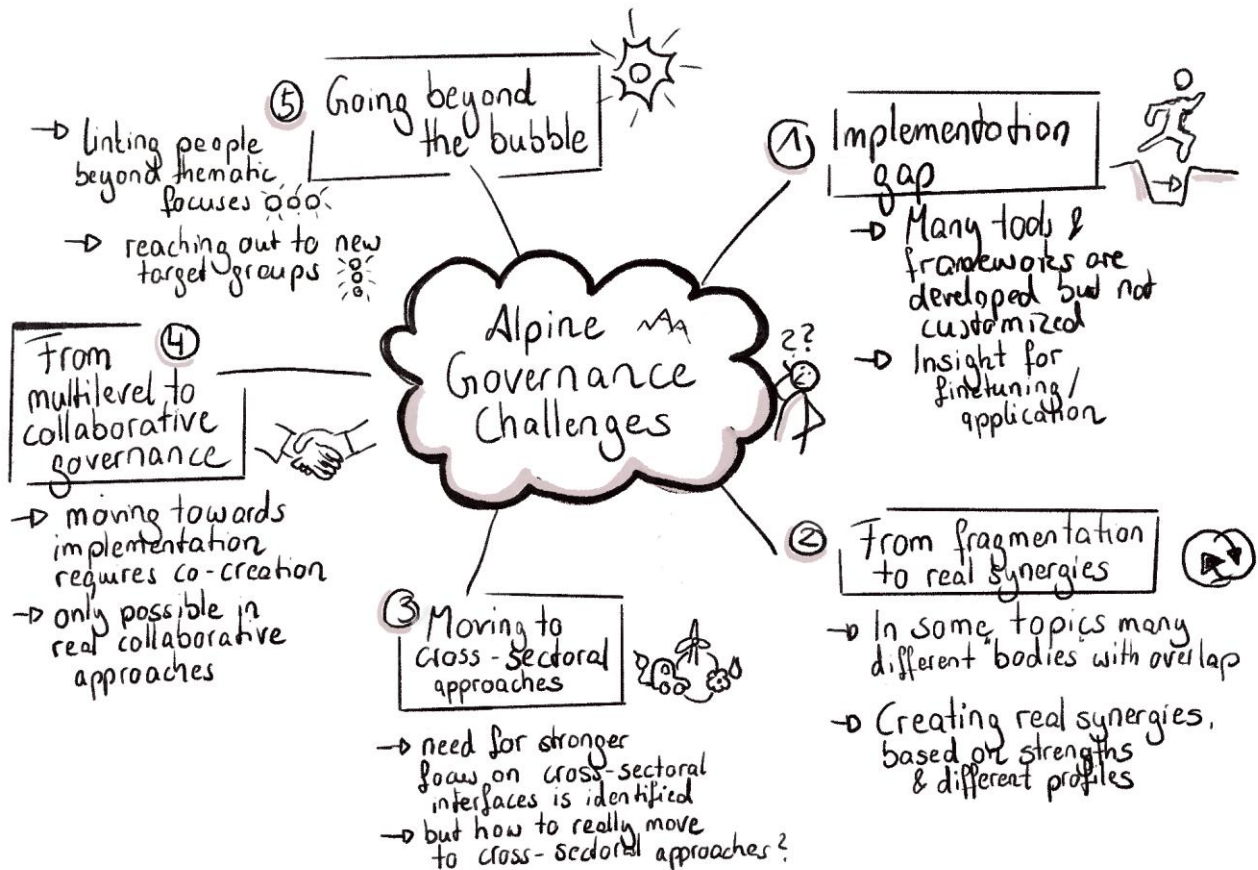
09-10 April 2024 | Haus der Europäischen Union, Vienna

It's all about governance!

The Idea Lab of the Interreg Alpine Space Programme is dedicated to brainstorming and developing project ideas for the current call for small scale projects which focuses on governance. To develop your project ideas and proposals, it is thus important to develop an understanding on the underlying governance issues, concepts and opportunities. We will dive into these topics together during the Idea Lab but already invite you to “tune-in” to the discussion before you travel to Vienna.

The overview below presents five governance challenges that have been identified by the support team of the Idea Lab. They should be understood as “food for thought” rather than a fully comprehensive overview. We will use the governance challenges as starting point for discussions and you will have the opportunity to add your thoughts and ideas during the workshop sessions.

The five governance challenges



If you have some time for preparation, you can start thinking about the following questions:

- Underlying problems: What are the specific problems linked to the governance challenges? In what way are they specific to the Alpine region and its governance structures?
- Solutions: Which solutions are necessary to address the problems?
- First steps: Do you know ongoing projects/activities that are already addressing the relevant governance challenges?



Checklist to support project development


To support you in developing and finetuning your project ideas, we have developed a checklist and a work template that you can use as guidance during the Idea Lab. The checklist supports all the existing documents like the Terms of Reference (ToR), the Application Form and the information in the Program Manual (see links in ToR).

Specifically, the checklist should help you to:

- identify the governance issues behind your project idea,
- develop a strong intervention logic for your project idea,
- link your project idea to territorial needs/place-based approaches and to identify the right partners to address the issue.

The checklist is directly linked to the expectations as mentioned in the ToR to make sure that you can meet all relevant expectations. The template that you will receive during the Idea Lab includes the same elements as the checklist and serves as structure for summarizing main results during the group work on day 2.

Checkpoint 1: Back to the roots. Analysing the problem tree.




<p>Specify the problem/challenge and clearly establish the value added with respect to governance. At this checkpoint, your task is to better understand the starting point and to highlight the issues that you want to address to improve cooperation in the Alps.</p> <p> Expectation 1 in Terms of Reference (ToR)</p>	
Aspects of the checklist	Food for thought to help you answer the question
What is the initial governance problem/challenge that you want to address in your project?	<i>You can use the “governance challenges” graph of the Idea Lab as starting point for discussion.</i>
To which specific aspects of Alpine governance is your project idea	<i>This could include aspects from the following list:</i>



<p>linked?</p>	<ul style="list-style-type: none"> - <i>Multilevel and transnational governance (i.e. coordination between different policy levels and stakeholders)</i> - <i>Collaborative governance (i.e. make stronger use of participatory and co-creative approaches, including citizens and a broad range of stakeholders)</i> - <i>Cross-sectoral governance (i.e. linking activities of different sectors to make better use of synergies and to use the “innovation potential at the interfaces”)</i> <p><i>Also, you can discuss if your project idea is rather linked to horizontal or vertical governance or both.</i></p> <p><i>You can also use your “Governance Bingo” cards for inspiration...</i></p>
<p>How is the problem linked to the current governance structures and mechanisms in the Alpine region?</p>	<p><i>Try to explain how this governance problem is linked to existing structures and mechanisms in the Alps? What is the context?</i></p> <p><i>E.g. overlaps between activities of different governance bodies and structures...</i></p>
<p>What are the roots/causes and effects linked to the governance problem/challenge?</p>	<p><i>Identify the root causes of the problem, e.g. which governance structures, governance mechanisms or processes are causing the problem? Which aspects are not addressed up to now to implement a comprehensive governance process....?</i></p> <p><i>Identify the consequences of this problem = what are its undesirable effects?</i></p>




Checkpoint 2: Tree climbing. From problem to opportunity tree.

<p>Develop a framework for your project’s intervention logic. <i>At this checkpoint, your task is to analyse how your tree with problems (“unhealthy tree”) can be transformed into a healthy opportunity tree</i></p> <p> Expectations 1 and 4 in ToR</p>	
Aspects of the checklist	Food for thought to help you answer the question
<p>General objective</p>	<p><i>Please define your general objective, taking into account the problems/challenges as identified above.</i></p> <p><i>What do you want to achieve with your project?</i></p> <p><i>Try to formulate this general objective in 1-2 catchy sentences.</i></p>
<p>Actions (linked to causes)</p> <p> Workplan section of application form (AF)</p>	<p><i>Develop a list of potential actions that would be useful to address the causes in the problem tree.</i></p> <p><i>Here you can use the indicative list of actions as included in the ToR</i></p> <p><i>Please consider that only two work packages are possible in the frame of small-scale projects, so please cluster your potential actions into two main strands of activity in the end.</i></p>
<p>Results/change in the territory (as compared to effects)</p> <p> Result section of the AF</p>	<p>Which specific results/change in territory shall be achieved by the project?</p> <p>Try to develop up to 3 main results/ changes</p>




Checkpoint 3: Tree environment. Where to plant your tree?

<p><i>Identify specific needs. At this checkpoint, you need to consider where to plant your tree and how the tree fits to the specific situation “on the ground”. This requires the consideration of its functionality.</i></p> <p> Expectation 2 in ToR</p>	
Aspects of the checklist	Food for thought to help you answer the question
Place-based approaches	<i>How do you want to address the need to develop place-based approaches in your project? How does the project reflect specific territorial needs?</i>
Functionality	<p><i>Which specific functionality does your project have with respect to the broader implementation of the Alpine Space Programme?</i></p> <p><i>Is it linked to a specific thematic priority of the programme or is it thematically open?</i></p> <p><i>If it is open, does it address another functionality, e.g. an Alpine-specific characteristic, a joint challenge of different territories or a joint development potential (see ToR)?</i></p>



Checkpoint 4: Tree team. Setting up a team for nurturing your tree.

<p>Define the partnership. <i>At this checkpoint, you define the necessary partnership: who is necessary for setting the seeds, tending and watering the tree and maybe later on for using its resources?</i></p> <p> Expectation 3 in ToR</p>	
Aspects of the checklist	Food for thought to help you answer the question
Which stakeholders/target groups are needed to achieve your targets?	<p><i>A mini-stakeholder analysis could help to identify your target groups. Please consider the different levels on which stakeholders can act:</i></p> <ul style="list-style-type: none"> - <i>policy field/organisations: set the framework (they can plant the seed or provide political support for your tree)</i> - <i>multipliers (they provide support for the “front-line” team, incl. capacity-building, outreach, etc.)</i> - <i>“front line” (they are the people on the ground that implement the solutions, i.e. that water and tend your tree, make sure that the wood is reused, etc.)</i>
Where do the stakeholders stand with respect to your foreseen action?	<p><i>Some stakeholders have already been closely involved with relevant activities, other might be completely new to the problem/topic. Especially if you aim at involving stakeholders “beyond the bubble” please consider where they stand within the change process and which type of support they might need.</i></p>
Which project partners are suitable to involve the relevant stakeholders/target groups?	<p><i>Please check your partnership if the project partners that you had in mind can really reach out to the relevant target groups/stakeholders. Which partner can ensure that a broad range of stakeholders at the “front lines”</i></p>



	<p><i>are reached?</i></p> <p><i>In which form can you involve the civil society or multipliers with close link to civil society (also considering different organisational forms within civil society and their general approach (e.g. protest culture).</i></p> <p><i>Which challenges could you face when engaging/involving the identified stakeholders as partners? How will you deal with them?</i></p>
--	---